

UP CLOSE



Assuring Scale and Sustainability

Snapshot

Significant and lasting gains for youth depend on the capacity of civil society, corporate, and government partners to implement effective programs and then to leverage an array of resources to build on program momentum and amplify success. Youth:Work helps partners to develop both the internal capacity and external networks needed to replicate and sustain successful work programs for youth.

Building on Experience

Individual partners in all sectors have crucial roles in helping disadvantaged youth qualify for and obtain productive work. But expanding programs and sustaining outcomes require a network of partners able to draw effectively on their individual and collective strengths.

Youth:Work helps partners work together to sustain and expand advances for youth. Strong multi-sector alliances build the framework for growth through programs that:

- Demonstrate workable approaches to youth employability challenges
- Deliver value-added, demand-driven services that generate revenue for sustainability
- Develop feasible models for replication or expansion
- Generate excitement and cultivate new partnerships
- Produce results that can attract funding for expansion

Ongoing monitoring and evaluation of both programs and networks enable partners to learn what works and to continually improve programs.

Helping Local Partners Thrive

Local partners may be from civil society, government, or the private sector. Youth:Work selects partners with proven capacity to deliver high-quality programming for youth. It also helps local partners develop the skills and ability to create and sustain employability activities beyond USAID funding.

Through Youth:Work, implementing partners increase their capacity to:

- Establish, nurture, and manage multi-sector alliances
- Rigorously measure and evaluate program results for improved outcomes to generate lessons, make improvements, and enhance learning
- Locate and leverage resources from a variety of sources to support and sustain programs
- Promote corporate social responsibility with local businesses



Amplifying Results

The Multilateral Investment Fund (MIF) of the Inter-American Development Bank and the International Youth Foundation (IYF) created *entra21*, a project to prepare young workers for jobs in the new economy in Latin America and the Caribbean. In the program's first phase, the MIF provided US\$10 million, and IYF leveraged US\$19 million from other donors, including US\$4.1 million from USAID. IYF leveraged US\$7 million more than the amount required in the original commitment. In 2007, the MIF awarded IYF a new US\$10 million grant for phase two, which IYF will leverage with US\$20 million. The number of beneficiaries has nearly tripled under this second phase to 50,000 youth. The 2007 *World Development Report* highlighted *entra21*'s approach as a proven practice, and USAID presented the program with its 2006 Global Development Alliance Excellence Award.

Leveraging Private Sector Support

The private sector is an important source of internships, mentorships, and formal employment for Youth:Work beneficiaries. In addition, the private sector plays a crucial role in bringing Youth:Work initiatives to scale. The private sector contributes:

- **Resources** to sustain, expand, and replicate effective activities
- **Advisory services** to local partners and training organizations, ensuring that all partners understand the evolving nature of labor demands and market economies and can integrate relevant elements into training programs
- **Business standards** and principles for project expansion, which foster credibility and generate trust among funders and other stakeholders
- **Visibility** and marketing acumen to attract new investment
- **Support** for a policy environment that is conducive to hiring young people, for example, by advocating for tax incentives for employers who hire at-risk youth and promoting policies that encourage entrepreneurship

Over the years, IYF has established numerous long-standing partnerships with businesses ranging from small local firms to multinational leaders like Nokia, Samsung, Caterpillar, and Microsoft. (Visit www.iyfnetwork.org for more information about our corporate alliances.) Excellent relationships with corporate entities have allowed IYF to leverage considerable resources from private firms, philanthropic foundations (including the GE and Wrigley Foundations), local and national governments, and international organizations to replicate activities for youth. With Youth:Work, IYF aims to achieve a one-to-one leverage of USAID resources across all global activities.

Obtaining Government Buy-In

Partnering with government creates an opportunity to take Youth:Work efforts to scale. Public institutions offer a large and diverse array of training programs and frameworks that can successfully accommodate Youth:Work employability initiatives. Youth:Work programs yield practical lessons on how good practices and effective approaches can be modified and integrated into various public training frameworks. Partnering with governments in this way generates the potential to reach large numbers of youth and sustain employability programming.

In addition, public sector participation in projects involving civil society and the private sector fosters a shared understanding of the social conditions and government policies that help young people earn a living.

Contact Us

International Youth Foundation

Kate Carpenter

Director of Public Sector Business Development
k.carpenter@iyfnetwork.org

USAID Bureau

AOTR Margaret Harritt

EGAT/Urban Programs
mharritt@usaid.gov



Government Partners Scale Up Vocational Training in Morocco

In IYF's Education and Employment Alliance program in Morocco, a successful youth employability pilot is being scaled up through government vocational training centers under Youth:Work. The life skills and technical training package of the *Emploi Habilité* project, which was expanded in 2007–2008, trained and placed in internships 600 disadvantaged youth and broadened its pool of employers to 300. It also succeeded in attracting new partners, including the Ministry of Education, Finnish Children & Youth Foundation, McDonalds, the U.S. State Department, the French organization Fondation Auteuil, Near East Foundation, and the Qatari youth employability initiative, Silatech.

